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Comments

Reference is made to specific items in the paper.

Section C: It seems inevitable that people who are recruited under Security restrictions, with little knowledge or analysis of their personal qualities and characteristics, will often be "loosely distributed into unsuitable jobs." Unless they are given opportunity to know something of the work they will do (which cannot come until after they are on board) and we in turn are able to measure them against the job requirement, there is little reason to hope for suitable placement in which the man can produce maximum results.

Section D: I believe it is highly desirable to make clear to these men what are their prospects for future usefulness in the Agency. This should be done by responsible authorities in their respective offices, otherwise these individuals will not believe what they are told. It is a foregone conclusion that if the future is not a good one, the ambitious men will resign leaving the mediocre individuals to carry on.

Section D 1: It is clear to me that in the past many misrepresentations were made by the recruiters. Recruiting has improved, but it is still a selling job and some men continue to exaggerate. As far as J.O. candidates are concerned, we are definite about the program's objectives. This man is not up-to-date on present methods. Attached Application Information Sheets #1 and #2, recently developed, have done much but still not enough to clarify our position.

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Section D 2: Promotion policies vary throughout the Agency. The study on former members of the J.O.T. Program shows slower promotion in the DD/P than in DD/I. In the DD/I, merit is emphasized after a minimum time in grade before promotion. The office Career Service Boards are beginning to operate along the lines he suggests. Again, he is not up-to-date.

Section D 3: It seems obvious that the man who is sticking his neck out will be more interested in his own fate than someone who is giving the orders. On the other hand, if those at home have had more experience, he should be able and willing to profit from their advice. Furthermore, those seeing the whole picture should be responsible for its details.

Section D 4: There is an arrangement with Selective Service whereby men who have had two years overseas duty with us may complete their military obligation by doing sixteen weeks of basic training in the Army. Referring to B-4, if these are "deserving men" to whom the Agency representatives have made misrepresentations on their draft status and who are not draft dodgers in spirit, we have a very distinct moral obligation to do everything possible to find a reasonable answer to their draft problem. Whatever is done will probably cause dissatisfaction with others and embarrassment to the Agency.

The suggestion of an inactive reserve unit made up of those who resign raises the question of why look to disgruntled individuals for support at a later time.

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